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## AGENDA

### SPECIAL MEETING AND WORK SESSION OF THE CITY COUNCIL

6:00 PM

APRIL 29, 2013

**ADDISON TOWN HALL, 5300 BELT LINE, DALLAS, TX 75254**

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Item  
#WS1 - Presentation and discussion of a status update on, and potential action regarding, the change order with Landmark Structures to remove, transport and store nine wind turbines located on the new water tower in an amount not to exceed \$17,500.

Recommendation:

N/A

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Item  
#WS2 - Discussion regarding the Fiscal Year 2012-2013 Strategic Plan Update.

Attachment(s):

1. Strategic Plan Update - Second Quarter

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Item  
#WS3 - Discussion of the Budget and Strategic Plan process.

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Item  
#ES1 - Closed (Executive) session of the Addison City Council pursuant to Section 551.074, Texas Government Code, to deliberate the evaluation of the City Manager.

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Adjourn Meeting

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Posted:  
Chris Terry, 04/25/13, 5:00pm

**THE TOWN OF ADDISON IS ACCESSIBLE TO PERSONS  
WITH DISABILITIES. PLEASE CALL (972) 450-2819 AT LEAST  
48 HOURS IN ADVANCE IF YOU NEED ASSISTANCE.**

## **Council Agenda Item: #WS1**

### **AGENDA CAPTION:**

Presentation and discussion of a status update on, and potential action regarding, the change order with Landmark Structures to remove, transport and store nine wind turbines located on the new water tower in an amount not to exceed \$17,500.

### **FINANCIAL IMPACT:**

This item will necessitate a budget amendment.

### **BACKGROUND:**

The City Council approved the change order on the April 23rd Regular Agenda meeting and requested this item be put on the April 29th Work Session for a status update.

### **RECOMMENDATION:**

N/A

### **COUNCIL GOALS:**

Mindful Stewardship of Town Resources

### **ATTACHMENTS:**

Description:

Type:

No Attachments Available

## **Council Agenda Item: #WS2**

### **AGENDA CAPTION:**

Discussion regarding the Fiscal Year 2012-2013 Strategic Plan Update.

### **FINANCIAL IMPACT:**

N/A

### **BACKGROUND:**

As part of the budget process, the City Council established a strategic plan for fiscal year 2012-2013. Staff provides quarterly updates on the status of the implementation of that strategic plan.

### **RECOMMENDATION:**

### **COUNCIL GOALS:**

Increase revenues by at least 10% while holding the tax rate to \$.58 or less and reserves to at least 30%, Create raving fans of the Addison Experience, Mindful Stewardship of Town Resources, Maintain and enhance our unique culture of creativity and innovation, Create a vision for the airport to maximize the value, Define, measure, evaluate, and improve success for all Town businesses, Raise Property Values, Attract new businesses to Addison, Create and implement a Comprehensive Land Use/Revitalization Plan, Brand Protection and Enhancement, Continue to attract, hire, develop, and retain great employees, Infrastructure improvement and maintenance, Fully integrate the Arts as part of our brand, Implement bond propositions, Look for Operational Efficiencies without cutting services, Explore new/other revenue sources, Enhance sense of community for all stakeholders/Expand Volunteer Opportunities

### **ATTACHMENTS:**

Description:

 [Strategic Plan Update - Second Quarter](#)

Type:

Backup Material



# MEMO

**To: The Honorable Mayor and Council**

**From: Charles Goff**

**Re: Strategic Plan Update – Second Quarter FY2013**

**Date: April 18, 2013**

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Mayor and Council,

Attached please find a copy of the Fiscal Year 2013 (FY13) Strategic Plan as well as an update for each of the nineteen (19) strategies which were identified by Council through their planning process.

Following the approval of the FY13 Strategic Plan and Budget, staff began working on each of the identified strategies. The process began with City Manager Ron Whitehead assigning each initiative or strategy. This was followed by a series of meetings to define the scope of each strategy and to discuss potential tactics. Once responsibility, scope and tactics were assigned, staff began implementing the strategies. Council directed staff to provide an update on the status of these strategies on a quarterly basis and this is the second report staff is presenting.

To track progress on each strategy, staff is using the Project Planning and Performance software system developed over the last year or so. Each strategy has been input into the system, where the City Manager can review the statement of work and the progression of each task associated with every strategy through A3, RASIC, and GANNT charts.

It may be helpful to define a few terms used in the report:

- **Background** – The background provides additional perspective that may be required for a strategy and the conditions that existed at the outset that necessitated the strategy.
- **Purpose** – This defines the reason for each strategy or the goal that it is meant to achieve.
- **Measurable Success Indicators** – These are a list of criteria that can be tracked to measure the staff's successful implementation of the strategy.
- **Deliverables** – These are a set of things (recommendations, reports, programs, outcomes, etc.) that will be produced by the completion of each strategy
- **Assumptions** – These are a set of conditions that staff believes to be true when planning the implementation of the strategy.
- **Contingency Plans** – These are alterations or adjustments that staff has identified that may be necessary if certain assumptions or conditions are not met.
- **Critical Success Factors** – These are the elements and or steps that staff has identified as absolutely necessary for the successful implementation of the strategy.

In addition to these terms, there are four different status categories for each task:

- **Completed** – This indicates that staff has completed work related to this task.
- **Planned** – This indicates that a task is scheduled for future implementation. This may be for a task that is a later step in a process or is a project that for scheduling reasons has not started yet.
- **Ongoing** – This indicates that staff is currently in progress of implementing the task. Some tasks are more continuous in nature and don't have a completion date. Where possible, staff has included the scheduled completion date for each task.
- **Late** – This indicates that the scheduled completion date for this task has passed and the project is behind schedule. The narrative update should provide Council with more detail regarding the project and its timeline.

Please review these updates. The staff liaison for each strategy will be available at the Council Meeting on Tuesday, April 23, 2013 to answer any questions that you have. Please feel free to contact me at any time with questions or comments regarding the status of any strategy. If you have a question that may require a more detailed response, it may be easier to contact me prior to the meeting so that staff has an opportunity to prepare a meaningful response in time for the meeting. I can be reached via email at [cgoff@addisontx.gov](mailto:cgoff@addisontx.gov) or by phone at 972-450-7027.

Regards,

Charles Goff  
Assistant to the City Manager  
Town of Addison

## Strategy/Initiative Linking

Value Proposition – Best Product (Innovation, Creativity)	
<p><b>Role of Council</b> – The role of the Council is to develop a long-term vision for the Town, to develop policies necessary to achieve the vision, and to communicate with, and seek buy-in from, stakeholders. This includes:</p> <ul style="list-style-type: none"> <li>• Identifying future trends, challenges, and opportunities</li> <li>• Being a positive and resourceful representative for the town</li> <li>• Communicating with residents, businesses, and regional partners</li> <li>• Being good financial stewards, and</li> <li>• Trusting and supporting the City Manager to implement the operational aspects of the Council's vision</li> </ul>	
<p><b>Vision</b> – To be an attractive, thriving community that delivers the “Addison Way” with superior services, enhanced sense of community, and a safe, high-quality experience for residents, businesses, visitors, and all other stakeholders. Addison will lead the way in creativity, innovation and fiscal responsibility within a culture of excellence and kindness</p>	
<p><b>Values</b> – The Council will at all times seek to enact policies that will promote, and to personally exemplify, the Values of the Town of Addison. The Council values:</p> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Respectfulness</li> <li>• Fun</li> <li>• Innovation/Creativity</li> <li>• Responsibility</li> <li>• Efficiency</li> <li>• Kindness</li> </ul>	<p><b>Goals</b> –</p> <ul style="list-style-type: none"> <li>• Increase revenues by at least 10% while holding the tax rate to \$.58 or less and reserves to at least 30%</li> <li>• Create raving fans of the Addison Experience</li> <li>• Practice Mindful Stewardship of Town Resources</li> <li>• Maintain and enhance our unique culture of creativity and innovation</li> </ul>
<p><b>The “Addison Experience”</b> –</p> <ul style="list-style-type: none"> <li>• Addison consistently offers a unique, innovative, high-quality, vibrant, and fun experience</li> <li>• Addison offers a variety of options with a welcoming personal touch in a safe, convenient, and environmentally responsible community</li> </ul>	

**Town of Addison - Strategic Initiatives Update 04/23/2013**

Strategic Initiative:			
Create a Vision for the Airport to Maximize the Value			
Staff Liaison:			
Lea Dunn			
Budget:	\$0	Completion Date:	3/31/2013
Statement of Work:			
<b>Background</b>	The airport is an important asset to the Town and is now 55 years old. In order to remain competitive, it is vital that the Town develop and implement a long term plan.		
<b>Purpose</b>	To develop a strategic plan that will establish broad policy goals for the development of Addison Airport for the next 30 years		
<b>Measurable Success Indicators</b>	Approval and adoption of the Completed Strategic Plan		
<b>Deliverables</b>	There are a number of deliverables since this is a multi-year project. Perhaps the most important is the strategic plan which will provide the road map for the airport's future		
<b>Assumptions</b>	Council adopts the proposed plan		
<b>Contingency Plans</b>	Modify and resubmit the proposed plan		
<b>Critical Success Factors</b>	Adoption of the Strategic plan and implementation of the plan.		



**Strategic Initiative:**

Create a vision for the Airport to Maximize the Value

Key Tasks	Status /Scheduled Completion	
Determine Team Time Commitment Requirements and Timeline	Completed	
Develop the Vision and Goals	Completed	
council Liaison Agree with the Vision	Completed	
Outline Broad Strategies	Completed	
Present to Council Liaisons	Completed	
Define Trip/Visit Criteria (what are the goals for the trips)	Completed	
Generate a List of Relevant Airports	Completed	
Schedule and Conduct Trips	Completed	
Revisit and Revise Vision/Goals/Strategies	Completed	
Modify Based on Feedback	Completed	
Write the Strategic Plan	Late	1/31/2013
Finalize Strategic Plan and Develop Implementation and Communications Plan	Late	3/31/2013

**Status Update**

Over the past year, staff and the Council liaisons have completed much of the work associated with this strategy. From March of 2012 through June of 2012 staff and the Council liaison travelled and met with key airport, city and elected officials at 8 different GA airports nationwide that were identified as airport's that had both similar and contrasting characteristics and methodologies from that of Addison Airport. These visits and meetings provided the data, identified critical issues, and ultimately the goals and strategies needed in developing the strategic plan. Those airports were: Sugarland, TX., Scottsdale, AZ., Denver Centennial, Ft. Meyers, Fla., Naples, Fla., Morristown, NJ., Teterboro, NJ. and Dallas Executive. The team also conducted a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), met, interviewed and surveyed key-stakeholders at Addison Airport that included all Fixed Based Operators (FBO's), Tenants both Recreational and Business as well as meeting with the key administrators at the Federal Aviation Administration (FAA) in Ft. Worth and The Texas Department of Transportation - Aviation Division in Austin.

Staff is currently finalizing the strategic plan. Plans are to submit the final plan to Council May 20 and the Planning and Zoning Commission May 23.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Define, Measure, Evaluate, and Improve Success for all Town Businesses			
<b>Staff Liaison:</b>			
Charles Goff			
<b>Budget:</b>	\$0	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	As part of council's strategic plan, this strategy is to establish a means by which to better define, evaluate, and improve success for all Town Businesses. In order to do this, the City Manager's Office is leading an effort to determine a set of metrics that would indicate whether or not each department is achieving success. this project will also address the desire by Council and the Manager's Office to better track and report these indicators. Additionally, the theme for the 2012-13 Budget is to know the businesses we are in.		
<b>Purpose</b>	The Purpose of this strategy is to ensure that Town staff will know their business and do it well. Through this process, staff will be better able to identify and communicate performance to stakeholders.		
<b>Measurable Success Indicators</b>	Instituted system for tracking and reporting performance with measurable indicators		
<b>Deliverables</b>	Key Success Indicators for each Department, Goals for Performance, Reporting Mechanism to Track and Communicate Progress		
<b>Assumptions</b>	Availability of Department Directors, Technology necessary for tracking and reporting		
<b>Contingency Plans</b>	Develop alternant methods for tracking and reporting		
<b>Critical Success Factors</b>	Availability of Department Directors, Technology necessary for tracking and reporting		

**Strategic Initiative:**

Define, Measure, Evaluate, and Improve Success for all Town Businesses

**Key Tasks****Status/Scheduled Completion**

Determine Project Scope, Process, and Timeline	Completed	
Hold Kick-off meeting with Departments to Discuss Process and Goals	Completed	
Conduct Meetings to Indentify a Definition of Success for each Department	Completed	
Finalize Definitions with City Manager's Office and Departments	Ongoing	4/19/2013
Establish Performance Measures for Each Department	Planned	6/28/2013
Develop Reporting Mechanism(s) to Show Progress	Planned	7/31/2013
Determine Benchmarks and Best Practices for Performance Indicators	Planned	8/30/2013
Set Goal for Each Performance Indicator	Planned	8/30/2013
Establish a Plan with each Department to Achieve Goals	Planned	9/30/2013
Implement Procedures and/or Technology to Capture Data	Planned	9/30/2013
Utilize P3 system to Improve Project Management and Communication	Ongoing	

**Status Update**

The City Manager's Office has met with Rick Robinson to discuss best practices in performance measurement and lay out a process for implementing at performance measurement system. Department Directors have developed definitions of success that are currently being reviewed by the City Manager's Office. Once definitions are finalized, departments will develop performance indicators based on each definition of success.

Concurrently, the City Manager's Office will be working with the departments and IT to develop technology and procedures that will allow us to collect data regarding these performance indicators. These procedures should be in place by the end of the fiscal year. Once complete, staff will have a more comprehensive means of reporting performance to stakeholders.

## Town of Addison - Strategic Initiatives Update 04/23/2013

Strategic Initiative:			
Raise Property Values (Code Enforcement, Incentives to Improve)			
Staff Liaison:			
Orlando Campos			
Budget:	\$0	Completion Date:	9/30/2013
Statement of Work:			
<b>Background</b>	As part of council's strategic plan, this strategy is to develop innovative programs that will help increase property values in the community and have a positive outcome in the ad valorem values collected.		
<b>Purpose</b>	Develop new programs that will help enhance and have a positive effect on the values of properties in the community.		
<b>Measurable Success Indicators</b>	Development of Spring Cleaning Program Development of new Yard of the Month Program Implementation of Effective Business Retention & Expansion Program		
<b>Deliverables</b>	Town Wide Spring Cleaning Program New Yard of the Month Program Effective BREP Program Landscape Architect Position		
<b>Assumptions</b>	That planned time line is not met with other urgent unexpected project. That support will be provided by other departments. That task assignments are completed by designated representatives. That we get a new website launched to assist with promotion of programs.		
<b>Contingency Plans</b>	Modify plan to meet changing market conditions. Failure is not an option.		
<b>Critical Success Factors</b>	Town Wide Spring Cleaning Program New Yard of the Month Program Effective BREP Program		

**Strategic Initiative:**

Raise Property Values (Code Enforcement, Incentives to Improve)

**Key Tasks****Status/Scheduled Completion**

1. Develop Spring Cleaning Program.

Late

3/29/2013

2. Develop Yard of the Month Program.

Late

3/29/2013

3. Implement Effective Business Retention &amp; Expansion Program (BREP).

Ongoing

4. Complete the Hiring of a Landscape Architect.

Completed

**Status Update**

In the first quarter of FY 2013, an economic development manager was hired to assist with ED endeavors. The first primary focus was on the 2013 business registration process which was launched at the end of December. The updated list of businesses in the community will serve as the base for identifying businesses that will be prioritized for BREP visits. Registration renewals are currently underway as well as registration of new businesses. In March, the economic development department launched the "We're Glad You're Here!" campaign by visiting office buildings and welcoming the employees as they arrive to work. This effort is not only part of the Business Registration Value-Add Plan but an effective tool in the Town's Business Retention & Expansion efforts. This effort is off to a successful start with several other visits planned in the near future to other buildings.

Collaboration began in January with Parks Department and Development Services to develop a Spring Cleaning Program and Yard of the Month Program. Staff met with the president of the Addison Arbor Foundation to seek their input on a Yard of the Month and Spring Cleaning Program. The idea was presented by their president to their board in April. The Arbor Foundation provided their recommendations, and Town staff is now evaluating their recommendations for inclusion into the Town's Plan. Completion of the plan is expected in the next few weeks.

A Landscape Architect was also added and has been hired to oversee the maintenance of planting on private commercial property and Town medians and rights of way.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Attract New Business to Addison			
<b>Staff Liaison:</b>			
Orlando Campos			
<b>Budget:</b>	\$700,000	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	As part of council's strategic plan, this strategy is to attract new businesses to Addison as defined in the 2010 Economic Development Strategic Plan which will be led by the Economic Development Department.		
<b>Purpose</b>	To attract and create new businesses in the community, and identify redevelopment opportunities for investment		
<b>Measurable Success Indicators</b>	Retail Strategy Increased commercial space absorption International Program Senior Citizen Alternative Housing development strategy Possible charter modifications to address liquor sales area Economic Development Dashboard Baylor's Accelerated Venture program		
<b>Deliverables</b>	Retail Strategy Increased commercial space absorption International Program Senior Citizen Alternative Housing development strategy Possible charter modifications to address liquor sales area. Economic Development Dashboard Baylor's Accelerated Venture program		
<b>Assumptions</b>	Economic conditions continue on road to prosperity; Availability and cooperation of other departments critical; Continued funding of Accelerated Ventures program from Angel Groups continue; Budget funding support continues for ED Department; Completion of Comprehensive Land Use Plan; Development of senior housing in immediate surrounding communities does not deter local need.		
<b>Contingency Plans</b>	Modify plan to meet changing market conditions. Failure is not an option.		
<b>Critical Success Factors</b>	Retail Strategy Increased commercial space absorption International Program Senior Citizen Alternative Housing development strategy Possible charter modifications to address liquor sales area. Economic Development Dashboard Baylor's Accelerated Venture program		

**Strategic Initiative:**

Attract New Business to Addison

Key Tasks	Status/Scheduled Completion	
1. Create and implement a comprehensive retail strategy.	Late	2/28/2013
2. Create economic development incentive dashboard.	Late	3/29/2013
3. Explore senior citizen housing alternatives.	Planned	6/7/2013
4. Baylor University Accelerated Ventures Program.	Ongoing	9/30/2013
5. Possible city charter changes to potentially expand liquor sales areas.	Planned	9/30/2013
6. Develop and international program.	Planned	9/30/2013
7. Fill office/commercial/industrial space.	Ongoing	

**Status Update**

Development Services has provided the ED Department with a comprehensive list of retail locations in the Town. The list will serve as a foundation for a retail strategy. Collaboration was also done with the Finance Department to provide more clarity for the ED Dashboard that is part of the quarterly financial report.

A Memorandum of Understanding was negotiated and executed with Baylor University's Accelerated Ventures Program. A formal press event was done in February which received favorable publicity and interest from businesses in the area wanting to get involved. Three initial companies are already working out of the FED Building. The ED Department has identified a permanent location for the Accelerated Ventures Program and lease negotiations are now underway.

Work continues on active promotion of the community for potential business/commercial prospective tenants. New ED ads have been designed and have been placed in key publications targeting decision makers and commercial brokers. This fiscal year, the Fiesta Restaurant Group relocated their corporate headquarters to Addison. In addition, National Bankruptcy Services has leased 67,250 square feet and will create 450 jobs in the first year and 600 by year three. The Town approved a \$60,000 Chapter 380 Grant. The Department is also working on a few other corporate expansion projects to Addison which were highlighted in the mid-year report to Council last month.

## Town of Addison - Strategic Initiatives Update 04/23/2013

Strategic Initiative:			
Create and implement a Comprehensive Land Use/Revitalization Plan			
Staff Liaison:			
Carmen Moran			
Budget:	\$200,000	Completion Date:	6/11/2013
Statement of Work:			
<b>Background</b>	Addison is required, by Charter (section 7.03) to have a Master (or Comprehensive) Plan. The Town's current plan was completed in 1991 and needs to be updated. The Plan provides a long-range guide to direct the growth and physical development of the community. Comprehensive Planning is a process by which a community assesses what it has, what it wants, how to achieve what it wants, and finally, how to implement what it wants.		
<b>Purpose</b>	The Comprehensive Land Use Plan will: 1. Identify highest and best use of Addison's land, 2. Contain a Strategic Plan for redevelopment of the Airport, 3. Assess the Town's infrastructure, 4. Provide brand consistency by offering guidance for eliminating undesirable land uses.		
<b>Measurable Success Indicators</b>	Success indicators would be new developments, or redevelopments, in locations that are deemed to be below the Town's standards for desirable land uses.		
<b>Deliverables</b>	The Comprehensive Plan will be formatted as a document, in 8 1/2 x 11" format, with maps. The document and maps will identify areas where the Town is doing well, and areas that need Special Area Studies.		
<b>Assumptions</b>	The Council funded \$200,000.00 during 2012-2013 to hire consultants for Special Area Studies. It is assumed that the Council will allow those funds to be spent for that purpose.		
<b>Contingency Plans</b>	If funds are not available, the staff will postpone the studies.		
<b>Critical Success Factors</b>	Success for development proposals is measured by "flying dirt." It is hoped that our planning efforts yield new developments or redevelopments and remodels of older product.		



**Strategic Initiative:**

Create and Implement a Comprehensive Land Use/Revitalization Plan

**Key Tasks****Status/Scheduled Completion**

Inventory all land used within the Town with respect to its current use	Completed	
Assess viability and market position of Town's current land uses	Completed	
Evaluate the Town's public facilities such as schools, medical facilities, arts facilities, etc	Completed	
Assess the Town's livability for its citizens through an analysis of parks and recreation facilities	Completed	
Evaluate each parcel in Town and measure its success through the methodology developed by the P&Z	Late	3/4/2013
Determine parcels or areas of Town that do not meet the P&Z's standards for success	Late	3/4/2013
Recommend parcels or areas to the City Council for Special Area Studies	Planned	5/31/2013

**Status Update**

The Planning and Zoning Commission has been working on the Comprehensive Plan since April of 2012. It has evaluated all land use classes within the Town and presented that portion of the document to the Council at a Joint Meeting on March 4, 2013. In March the Commission began its "parcel-by-parcel" evaluation. In order to divide the Town into reasonable chunks, the Commission used the six planning sectors that are used in the Town's annual budget. The P&Z is evaluating each parcel according to the Methodology the P&Z developed to measure "attributes of success." The P&Z has completed evaluations of Sector 1-3, and hopes to finish Sectors 4-6 by the May 23, 2013 meeting. At the end of the parcel-by-parcel evaluation, the P&Z will create a list of areas of the Town that seem to call for a Special Study. The P&Z will present the list to the Council, and ask that the Council prioritize the list according to areas that it would like to have studied first. It is hoped that once the Council has prioritized the list of special study areas, the studies can begin in early June. The P&Z also wants to fold the Airport Strategic Plan into the document, and it is awaiting a presentation on that document from the Airport Strategic Plan committee, which should take place on May 23rd. The Town's Thoroughfare Plan is another part of the Comprehensive Plan that the P&Z has not tackled. The Thoroughfare Plan is in need of updating, and the Plan is typically managed by the Department of Infrastructure Operations and Support. The staff is talking through that process with the new Director.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Brand Protection and Enhancement			
<b>Staff Liaison:</b>			
Chris Terry			
<b>Budget:</b>	\$85,000	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	<p>The organization currently has no comprehensive approach to all of our operations that articulates standards that protect and enhance the culture and brand of the organization. Disparate policies and practices exist in some Town departments and not in others. We need to undertake a process to inventory and develop brand standards for each department and the organization as a whole.</p>		
<b>Purpose</b>	<p>This year, a branding study will be commissioned to help us identify all aspects of our operations where brand standards need to be adopted and compiled for reference and implementation. The purpose will be to better represent our brand message to all constituents both internal and external to the organization.</p>		
<b>Measurable Success Indicators</b>	<p>1) Completed Comprehensive Marketing Plan 2) Completed Branding Study 3) Execute events that celebrate diversity. 4) Recruiting and retaining minority-owned businesses in the mix of our economic development portfolio 5) Demonstrating the organizations success at recruiting and hiring diverse ethnicities 6) Continue educating new employees, residents, and the public on The Addison Way</p>		
<b>Deliverables</b>	<p>1) Comprehensive Marketing Plan 2) Brand Standards Guide 3) Addison-branded merchandise plan for The Store at Visit Addison 4) Revamped Worldfest - Spotlight China 5) Develop specific economic development programs to attract more minority-owned and international business to Addison</p>		
<b>Assumptions</b>	<p>1) Vendor (Vivanti Group) will meet our prescribed deadlines for the branding study 2) Staff successfully manages the workflow for the Comprehensive Marketing and Communication Plan 3) City Council approves any contracts and amended budgets needed to implement or complete a key task</p>		
<b>Contingency Plans</b>	<p>1) Develop a list of other vendors who can complete this work if Vivanti is not selected or defaults in the engagement agreement. 2) Will continue to explore activities and programs that promote diversity. 3) Continue to work on developing and selling demand-driven Addison-branded merchandise to The Store at Visit Addison.</p>		

Strategic Initiative:		
Create and Implement a Comprehensive Land Use/Revitalization Plan		
Statement of Work:		
Critical Success Factors	1) Establishing a consistent look for all Town of Addison, messaging, logos, creative design work, etc. 2) Capturing and articulating The Addison Way culture 3) Procuring and selling a proven product line at the Store in Visit Addison 4) Active collaboration and services rendered with authorities like WAC, Mexican consulate, and international economic development authorities	
Key Tasks	Status/Scheduled Completion	
1) Implement and revise a comprehensive Marketing and Communication Plan	Ongoing	9/30/2013
2) Implement a branding study	Ongoing	5/7/2013
3) Develop a product line of Addison-branded merchandise for sale	Ongoing	4/30/2013
4) Embrace and promote diversity	Ongoing	9/30/2013
5) Preserve and transferring The Addison Way culture	Ongoing	
6) Institutionalize the high standards for Special Events (Guest and Staff Experience, Quality)	Completed	
Status Update		
<p>1. Meeting with departments to identify their marketing needs and ideal department standards, as well as establishing open lines of communications. Upon completion of departmental discussions, as well as the final approval of the rebranding study, I will be revising my existing plan accordingly. The final product will include all departmental findings as well as mapping each of them to the overall Town MarComm strategy—this will provide Council and the City Manager’s Office a much more comprehensive, overarching strategic approach for the Town.</p> <p>2. The rebranding study is currently underway. We have conducted a very successful market research study, conducted in-depth personal interviews, researched and evaluated our competitive set, and identified our demographics. At present, we are developing our brand positioning statements, brand narratives, and potential taglines. The next steps will be the start of the creative process...developing our Brand Vision (color palette, logo/logo hierarchy, brand standards guide, etc) and transform the Brand Vision into a Brand Experience Guide that will serve as a blueprint for the new TOA Brand.</p> <p>3. Draft of business model in place for Visit Addison Store. Staff has met with Craft Guild for co-creation of Addison product line sold at Visit Addison and consulted with Isaac Rousso regarding product line creative and ideas. Staff will be regrouping with the Guild and will be finalizing a product line including potentially Addison Business/Private Label products.</p> <p>4. Met with World Affairs Council and Chinese delegation regarding Worldfest. Worked with Metrocrest Chamber of Commerce on a service deliverable reaching out to minority and ethnic regional chambers of commerce. Conducted preliminary meetings with Mexican Consulate.</p> <p>5. Delivering ongoing Addison Way education (since 2008) through Employee Orientation Programs, Advocate Inservices and employee development courses, as well as during the 2012 Citizens Academy</p>		

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Continue to attract, hire, develop and retain great employees			
<b>Staff Liaison:</b>			
Passion Hayes			
<b>Budget:</b>	\$0	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	As part of the council's strategic plan, this strategy is to continue to attract, hire, develop and retain great employees. In order to continue to accomplish this goal, the Council and the City Manager's Office have identified several potential tactics.		
<b>Purpose</b>	The purpose of this strategy is to ensure that the Town is able to continue its culture of the Addison Way by attracting, hiring, developing and retaining great employees.		
<b>Measurable Success Indicators</b>	Implementation of several programs identified as tactics below.		
<b>Deliverables</b>	Deliverables include expanded Addison Way Training program, Addison 101 Training, Mentorship Program, Recognition Program memorialized, Empowerment/Suggestion Program, finalized Compensation Policy, an Insurance and Benefit Analysis Committee, and a Shared Services and Privatization Support		
<b>Assumptions</b>	Availability of Department Directors and designated employees to assist with process.		
<b>Contingency Plans</b>	Seek outside assistance through various specialized programs/consultants.		
<b>Critical Success Factors</b>	Availability of Department Directors and designated employees to assist with process.		

**Strategic Initiative:**

Continue to attract, hire, develop and retain great employees

Key Tasks	Status/Scheduled Completion	
Formalize Recognition Programs	Completed	
Establish Empowerment/ Suggestion Program by working with CMO to define goals.	Planned	5/31/2013
Establish an Insurance and Benefit Analysis Committee.	Ongoing	6/28/2013
Continue to look for opportunities to expand and reinforce Addison Way Training.	Ongoing	9/30/2013
Establish a plan and guidelines for mentorship program and work with CMO to define goal and success factors.	Planned	9/30/2013
Establish a plan and guidelines for mentorship program and work with CMO to define goal and success factors.	Planned	9/30/2013
Develop and Implement Addison 101 Training program to roll out to new employees and existing employees.	Planned	9/30/2013
Continue to look for Shared Services and Privatization Opportunities Throughout the	Ongoing	

**Status Update**

This strategy is an ongoing one but some of the tactics identified have already been addressed including formalizing the recognition program and the compensation policy. Human Resources is currently coordinating with the City Manager's Office regarding the establishment of an employee empowerment program. In addition, the tactic of expanding the Addison Way will be underway in just a few weeks where Addovcates will attend an in-service dedicated to the Addison Way of Service and this same program will be rolled out to the Athletic Club staff members. The other programs, Mentorship, and Addison 101 Training are scheduled to be completed before the end of the fiscal year.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Infrastructure Improvement & Maintenance			
<b>Staff Liaison:</b>			
Lisa Pyles			
<b>Budget:</b>	N/A	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	For several decades, Addison was in a building phase and in the process of completing large infrastructure process. As the Town progresses, we must take steps to ensure that the infrastructure is properly maintained, and to budget for the eventual replacement at the end of its useful life.		
<b>Purpose</b>	The purpose of this strategy is to implement measures to ensure that the Town's public infrastructure is properly maintained.		
<b>Measurable Success Indicators</b>	Ability to track and report on maintenance activities electronically, improved planning process for capital projects and operation & maintenance activities, streamlined procurement process.		
<b>Deliverables</b>	New Director of Infrastructure Operations & Services; electronic work order system; 5-year plans for CIP and O&M for the Public Works Department; multi-year maintenance contracts, long-term department budgets.		
<b>Assumptions</b>	There is acceptable work order software that is feasible for the Town and funding is available; sufficient funds will be dedicated to fund the 5-year plans		
<b>Contingency Plans</b>	Explore alternative avenues to track and report on department activity; prioritize projects based on available funding.		
<b>Critical Success Factors</b>	There is acceptable work order software that is feasible for the Town; sufficient funds will be dedicated to fund the 5-year plans		

**Strategic Initiative:****Infrastructure Improvement & Maintenance**

<b>Key Tasks</b>	<b>Status/Scheduled Completion</b>	
Hire Director of Infrastructure Operations & Services	Completed	
Implement capital project management process & tracking system	Planned	5/31/2013
Implement electronic work order system	Ongoing	9/30/2013
Develop and begin implementation of 5-year Capital Improvement Program	Ongoing	9/30/2013
Develop and begin implementation of 5-year Operations & Maintenance Program	Ongoing	9/30/2013
Streamline procurement process by implementing multi-year maintenance contracts	Ongoing	9/30/2013

**Status Update**

The Director position has been filled and Lisa Pyles began employment on February 18, 2013. We determined that we did not need to issue an RFP for the electronic work order system but several firms were invited to submit proposals. Staff has selected a firm for further discussions that are on-going at this time.

Staff and our consultant, R.H. Shackelford, are developing the 5-year plans for both CIP and O&M activities that will be implemented in the FY2014 budget process. An RFB was issued in March for the street maintenance contract. Council will consider the approval of the bid and contract on April 23rd. Staff is working on a RFB for major water line maintenance projects that will include emergency work call outs.

## Town of Addison - Strategic Initiatives Update 04/23/2013

Strategic Initiative:			
Fully integrate the arts as part of Addison's Brand			
Staff Liaison:			
Matt McCombs			
Budget:	\$0	Completion Date:	6/28/2013
Statement of Work:			
<b>Background</b>	The Fiscal Year 2012-2013 Council Strategic Plan identified 19 strategies for Staff to complete in the coming fiscal year. The ninth strategy identified was to "Fully integrate the Arts as part of our brand."		
<b>Purpose</b>	During the staff project work sessions, the tactics were clarified to be threefold. The first was to establish a Destination Arts policy which would leverage flexible art spaces, both indoor and outdoor, as a home for artists to display their work. The second was to identify and pull together a capital investment group to head a private fundraising effort to refurbish or replace existing town-owned art facility assets like the Water Tower Theatre. The third and final tactic was to establish a donations policy which would outline the means by which art was evaluated, accepted, and displayed to establish "a sense of place."		
<b>Measurable Success Indicators</b>	Most of the measurable indicators would be based on hitting key timeline dates and Council's satisfaction with the result. Art is difficult to quantify.		
<b>Deliverables</b>	Destination Arts Policy Public Art Donations Policy		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• There are existing and available spaces which could be leveraged as "flexible art space."</li> <li>• There is existing and available private sector will to contribute substantial dollars towards the renovation or replacement of art facility assets.</li> <li>• Dannette Robberson, Mark Gooch, and Kate Hudson are available to assist with various aspects of this process from an operational perspective through the term of the project.</li> </ul>		
<b>Contingency Plans</b>	<ul style="list-style-type: none"> <li>• If flexible art spaces are not existing or available, it will need to be determined if these spaces need to be created. If so, funding mechanisms and construction methods will also need to be identified and pursuing, thereby lengthening the total time of this project, possibly beyond the fiscal year.</li> <li>• If there is not sufficient private sector will to donate towards art facility renovation or replacement, or the amount to be donated is not sufficient to the cause, alternative funding sources such as grants will need to be explored, possibly lengthening the total time of this project.</li> <li>• Should identified staff not have sufficient time to dedicate to this project, leave, or change roles outside the scope of this project, overall time to delivery and completion will increase, possibly by a significant margin.</li> </ul>		



**Strategic Initiative:**

Fully integrate the arts as part of Addison's Brand

**Statement of Work:****Critical Success Factors**

- If a flexible art space is identified and leveraged to create the perception of Addison as a "destination arts community."
- If a consortium of private sector investors is identified, formed, and leveraged to result in the renovation or replacement of existing arts facility assets.
- If a Donations Policy is adopted which meets the needs of the Town and provides a clear framework by which art pieces are selected and accepted.

**Key Tasks****Status/Scheduled Completion**

Create an Arts Donation Policy

Completed

Leverage use of Flexible Space to establish Addison as an Arts Destination

Planned

6/28/2013

Identify, create, and leverage a capital infrastructure investment group

Planned

6/28/2013

**Status Update**

Arts Donation Policy completed and approved by the City Council. The other two tasks are in the planning stages currently.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Implement Bond Propositions			
<b>Staff Liaison:</b>			
Alison Ream			
<b>Budget:</b>	\$34 million	<b>Completion Date:</b>	TBD
<b>Statement of Work:</b>			
<b>Background</b>	In May 2012, voters authorized \$55 million in bond propositions. In the fall of 2012, the Town issued \$34 million in bonds to fund: Vitruvian Park improvements, undergrounding of utilities and electronic signage on Belt Line Road, parks & pedestrian connectivity, public safety radio replacement, street land acquisition and the infrastructure for a wimax network.		
<b>Purpose</b>	The purpose of this strategy is to successfully implement the bond projects funded by Council in the fall of 2012		
<b>Measurable Success Indicators</b>	Successful tracking and reporting to executive team regarding the scope, schedule and budget of projects. Projects are implemented on time and within budget.		
<b>Deliverables</b>	Design contracts; plans, specifications & bid documents, quarterly progress reports, construction contracts; pay applications, finished project, record drawings, amended master facilities agreement for Vitruvian Park		
<b>Assumptions</b>	Team agrees on and remains within project scopes; staff members have capacity to serve as Town's project representative; There are qualified bidders for projects; franchise utilities will be cooperative in all projects involving utility relocation		
<b>Contingency Plans</b>	Extend timeline; allocate additional funds; reprioritize work duties to ensure adequate staffing; prioritize project elements to meet funding capabilities		
<b>Critical Success Factors</b>	Team agrees on and remains within project scopes; staff members have capacity to serve as Town's project representative; receive qualified bidders for projects; bids come in at or below budget; good weather provides adequate work days; franchise utilities must be cooperative in all projects involving utility relocation		

**Strategic Initiative:****Implement Bond Propositions****Key Tasks****Status/Scheduled Completion****1. Belt Line Road**

-define project scope

Completed

-negotiate design contract

Completed

-manage design process with consultant

Ongoing

12/31/2013

-review, approve and release plans, specifications & bid documents

Planned

12/31/2013

-award construction contract

Planned

3/31/2013

-manage construction process

Planned

TBD

**2. Pedestrian Connectivity**

-define project scope

Completed

-negotiate and award design contract

Ongoing

6/30/2014

-determine next steps

Ongoing

6/30/2014

**Status Update**

**Belt Line:** Halff Associates has been selected as the design consultants for Belt Line Rd and has begun work on the design of the project. Design is expected to be complete and construction documents issued by the end of the calendar year 2013.

**Pedestrian Connectivity:** The Town has engaged three Landscape Architecture firms to complete design charrettes to generate creative ideas for pedestrian connectivity in several key areas of the Town. Based on the creative product of that process, the Town is currently negotiating contracts to begin the design process on several pedestrian connectivity projects.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Look for Operational Efficiencies without Cutting Services			
<b>Staff Liaison:</b>			
Ron Whitehead			
<b>Budget:</b>	\$0	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	As part of their Strategic Plan, Council established the organizational goal of being mindful stewards of Town resources. This strategy serves to direct the Town staff to find ways to operate as efficiently as possible. Council also recognizes the organization's devotion to customer service known as the Addison Way. Recently, the Town has explored the privatization and sharing of certain services with other municipalities to reduce costs.		
<b>Purpose</b>	The purpose of this strategy is to explore ways to find additional efficiencies in Town operations while maintaining the Town's high quality service orientation.		
<b>Measurable Success Indicators</b>	Cost reductions, where possible, with quantifiable savings		
<b>Deliverables</b>	Analysis of Business Models Corporate Sponsorship Committee Report Establishment of Program to Promote Finding Efficiencies		
<b>Assumptions</b>	Willing participants in Privatization and Cost Sharing Opportunities		
<b>Contingency Plans</b>	If assumptions or success indicators are not met, this is a fluid process that can be rethought and refined throughout the implementation period.		
<b>Critical Success Factors</b>	Willing participants in Privatization and Cost Sharing Opportunities		

**Strategic Initiative:**

Look for Operational Efficiencies without Cutting Services

Key Tasks	Status/Scheduled Completion	
Research Best Practices in Other Cities	Ongoing	
Right Size the Organization	Ongoing	7/31/2013
Explore Additional Possibilities for Shared Services	Ongoing	
Analyze our Business Models	Ongoing	5/31/2013
Embrace and Implement Technology	Ongoing	
Utilize Staff in Non-Traditional Roles	Ongoing	
Explore Corporate Sponsorships Through a Committee	Planned	9/30/2013
Implement a Program to Promote Finding Efficiencies and Enhancing Service Delivery	Planned	8/31/2013

**Status Update**

We continually look for best practices in other cities around the country that we can emulate. This process never stops.

Right sizing the organization generally addresses becoming as lean as possible. If that is the measure, we have completed this task. We have basically the same number of employees we had 10 years ago. If the measure is accommodating future development, then that task will be completed October 1, 2013 when the City Council adopts the next budget. I will file that recommendation with Council on July 31, 2013.

We are pleased with our contracted fleet service operations and will be presenting our financial analysis of that shift during the budget process. In the next 45 days, I will bring you a recommendation on the joint dispatch project. We have determined that it can be accomplished, but we need to get the final dollar amounts for each city and to determine what the political will is in each city. We will bring an item to Council in July for your award of bid for the Radio system. This system will serve all four cities, regardless of what we do on the joint dispatch system. We continue to manage our relationships with Farmers Branch and Dallas for library services. This process works well for our citizens, but we have met with Farmers Branch to further enhance the accountability for the billing process. This program is financially very beneficial to the town.

We are totally revamping the business model for Visitor Services and the Conference Center. This process should be completed by October 1, 2013. We are also analyzing the business model for each department and having them define what success looks like for their operations. This will be completed by May 31st, 2013.

We are doing everything we can to embrace technology within our ability to manage change and accommodate cost. Hamid has a detailed schedule of all of our IT projects and when we will complete them.

**Strategic Initiative:**

Look for Operational Efficiencies without Cutting Services

**Status Update**

I had the Assistants to the City Manager and the Assistant City Manager's make a presentation to Council in March that detailed the various ways we are utilizing them in the organization. There is little that is traditional in the way we are using them. I am trying to give them unique and meaningful work experiences and will changing their duties on a regular basis. I am moving Captain Paul Spencer into the City Manager's office on June 1st and he will have a similar exposure to a lot of things we are doing.

We are reevaluating how we pursue corporate sponsorships and Barbara Kovacevich and Chris Terry are pursuing a bid process for the service of soliciting sponsorship for the town. This will be completed by September 30, 2013.

We conducted an analysis of all of the buildings the town owns and discussed possibilities for consolidating functions and selling some structures. We have not made a determination to change anything at this time. The Americans with Disabilities act makes it difficult to modify many of our older buildings without prohibitive expense. We own the buildings outright and they are in good physical shape, so it is difficult to justify building new buildings. We are pursuing hiring a real estate consultant and we will take another look at all of the buildings before the end of 2013 and make recommendations to Council.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Explore new/other revenue sources			
<b>Staff Liaison:</b>			
Eric Cannon			
<b>Budget:</b>	\$0	<b>Completion Date:</b>	9/30/2014
<b>Statement of Work:</b>			
<b>Background</b>	Review and evaluate the Town's existing fee structure. Ensure that the current fees being charged to our customers are sufficient to cover the costs associated with providing the service. Also, research the creation of an underground utility district.		
<b>Purpose</b>	Ensure that our operations are funded sufficiently based on the costs associated with providing them, at the acceptable Addison service level. Increase the Town's revenue capability by increasing the utility capacity.		
<b>Measurable Success Indicators</b>	Provide assurance to management that our fees are sufficient to cover the associated costs. If not, provide a new structure to accomplish this.		
<b>Deliverables</b>	The Town will complete a utility rate study in FY13. We will also provide to management the costs associated for our fee funding services, and based on our findings provide a recommendation for the associated fee. Provide management with a cost-benefit analysis of a utility district for the Town.		
<b>Assumptions</b>	The Town will probably need to adjust it's rates and fees. Costs associated with providing the level of service expected by our residents and commercial owners continue to increase, therefore, requiring more resources to complete those tasks.		
<b>Contingency Plans</b>	Compare our fees to our neighbor cities, or comparable cities to ensure that we're close to the market.		
<b>Critical Success Factors</b>	Cooperation from other departments within the Town. Also, proper staff availability; this process requires a lot of research and cost analysis. The need for additional financial resources.		

**Strategic Initiative:**

Explore new/other revenue sources.

**Key Tasks****Status/Scheduled Completion**

Finalize Implementation of the Stormwater Management Fee

Completed

Hotel/Motel Fund Submittal Audit

Completed

Complete the utility rate study

Ongoing

6/30/2013

Propose an updated fee/rate structure

Planned

9/30/2013

Calculate the cost of fee or rate based services

Planned

3/30/2014

Compare the Town's fee revenues to their corresponding costs

Planned

3/30/2014

Evaluate the feasibility of an underground utility district

Planned

9/30/2014

**Status Update**

The Town has completed the implementation of a stormwater management fee and has begin providing financial updates as of the March 31, 2013 quarterly report. Staff has started a preliminary study of other potential revenue sources and review of current user fees. The Economic Development department is entering the second year of the Business Registration fee. Staff has received the Hotel/Motel audit findings for FY13. Staff has also communicated with our third party vendor (Muniservices) some of our challenges and we're trying to have them tailor their services to better fit our needs or demands. Also, council has approved a contract with J. Stowe and Company to provide the Town with a comprehensive utility rate study. The majority of this information has been provided to J. Stowe and the public works department is working to provide an updated assessment of our current infrastructure.



## Town of Addison - Strategic Initiatives Update 04/23/2013

Strategic Initiative:			
Enhance sense of community for all stakeholders and expand volunteer opportunities.			
Staff Liaison:			
Dannette Robberson			
Budget:	\$20,000	Completion Date:	9/30/2013
Statement of Work:			
<b>Background</b>	One of the most unique aspects of Addison is the great sense of community among residents. In addition to those who call Addison home, this Council Strategy recognizes that the community also includes those who come to Addison to work and to start and grow their businesses. While the Town provides substantial information regarding events, services, and also sponsors community-centric programming and events, the extent to which the information reaches businesses and residents is unknown.		
<b>Purpose</b>	The purpose of this strategy is to provide the residential and business community with the most up-to-date and relevant Addison information to encourage greater participation in the community and to better include stakeholder input in programming.		
<b>Measurable Success Indicators</b>	1)Online Calendar: 10% return from online calendar citizen satisfaction survey 2) Office Building Concierge program: 25% participation among office building occupants; Survey to participants results in positive evaluation of the programming 3) 51% approval for zipcode consolidation.		
<b>Deliverables</b>	1)Written analysis of Online Calendar effectiveness and recommendations/implementation of changes if needed. 2 )2013 Master calendar of Office Building Concierge programs and implementation of a minimum of 10 events. 3 ) Comprehensive list of current Addison children's programming/analysis of programs and recommendations for new programming if current levels are insufficient. 4) Business and Residential approval for adoption of the Addison 75001 zipcode for all businesses and residents within Addison municipal boundaries.		
<b>Assumptions</b>	1) Funding for all of the projects will be available. 2) Staffing and resources from other departments will be available.		
<b>Contingency Plans</b>	Develop alternative methods and/or programs for evaluating and enhancing sense of community for stakeholders.		
<b>Critical Success Factors</b>	The funding, staffing resources and stakeholder involvement will be sufficient to carry out the strategy.		

**Strategic Initiative:**

Enhance sense of community for all stakeholders and expand volunteer opportunities.

Key Tasks	Status/Scheduled Completion	
Form a committee for the 60th Anniversary Celebration	Completed	
Analyze the Addison Online Calendar to determine if it is fulfilling it's intended purpose.	Late	2/15/2013
Determine whether more Activities for school-age children are needed.	Late	2/22/2013
Create and implement an Addison office building concierge program.	Completed	
Create additional volunteer opportunities and recognition event.	Planned	6/28/2013
Zipcode consolidation campaign.	Ongoing	8/30/2013
Create and implement a plan for the 60th Anniversary celebrations	Ongoing	6/14/2014

**Status Update**

**60th Anniversary Committee:** Charles Goff is coordinating these efforts. To date, the committee structure has been established and a plan of work has been established. To kick off, a sock-hop, is scheduled for June 15, 2013. A master calendar of events and budget are being finalized.

**Office building concierge program:** Orlando Campos, Economic Development Director and Ben McGill, Economic Development Manager held the first Industry Appreciation Event at the Millennium Tower on March 18th and was very well received by the businesses. The next event will take place at Addison Circle One on April 29th @ 7:30am.

**ZIP Code Consolidation:** Council Member Moore is the Liaison for the project. To date, she has reached out to homeowners groups and businesses to determine support for the consolidation. Staff has conducted research to determine the process for requesting and implementing consolidation including meeting with representatives from the Dallas District USPS. The formal request will be made in July 2013 and final determination is expected by December 2013.

**Activities for school-aged children:** Staff has reviewed the current children's programming offered through the Addison Athletic Center. Additionally, staff has a meeting set with Principal Shay Dash to determine if there are possible partnership opportunities for the Town and the school for children's activity programming. A report with recommendations and analysis will be provided to the City Manager during the budget process.

**Addison online calendar analysis:** There are approximately 600 people registered for the calendar, which is a valuable database for marketing purposes. The database was utilized recently for the recent branding study surveys. Dannette Robberson is in the process of reviewing the analytic data to determine where the traffic to the site is originating and which areas of the site are most relevant. A full report with recommendations will be provided to the City Manager during the budget process.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Develop the Next Great Idea			
<b>Staff Liaison:</b>			
Ron Whitehead			
<b>Budget:</b>	\$3.5 million	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	<p>As part of the Council's strategic plan, this strategy is to establish a means by which to implement the next great idea for Addison. Through this process, staff will explore and develop ways to enhance the Addison experience for citizens, businesses and visitors by enhancing connectivity throughout the Town. This is an inclusive process which will require input and buy-in from a wide variety of stakeholders.</p> <p>The first idea that has been generated is to enhance pedestrian connectivity throughout the Town.</p>		
<b>Purpose</b>	The purpose of this strategy is to increase connectivity throughout the Town and will ultimately enhance the Addison experience for residents, businesses, and visitors.		
<b>Measurable Success Indicators</b>	Improved connectivity to and within commercial and residential districts in Addison; connectivity projects delivered on-time and within budget		
<b>Deliverables</b>	Conceptual Trail Master Plan; design contracts; plan specifications and bid documents; quarterly progress reports; construction contracts; completed projects		
<b>Assumptions</b>	<p>Stakeholder participation and buy-in</p> <p>Adequate funding</p> <p>Project team agrees on and remains within project scopes</p>		
<b>Contingency Plans</b>	Project scope and timeline can be adjusted based on the availability of funding and other factors		
<b>Critical Success Factors</b>	<p>Stakeholder participation and buy-in</p> <p>Adequate funding</p> <p>Project team agrees on and remains within project scopes</p>		

**Strategic Initiative:**

Develop the Next Great Idea

Key Tasks	Status/Scheduled Completion	
Enhance Lighting in Residential Neighborhoods	Planned	10/1/2013
Create a Jogging/Walking Trail Map for Visitors, Distributed Through the Hotels	Ongoing	10/1/2013
Explore Options for East/West Connection on Belt Line across the Dallas North Tollway	Planned	5/31/2014
Design and Begin Construction of a Trail Connecting Redding Trail to Arapaho Trail across Belt Line	Planned	9/30/2014
Retrofit existing intersections to meet updated design standards	Planned	9/30/2014
Address Sidewalks, Landscaping and Lighting to Facilitate Connectivity in North and South Quorum Districts	Ongoing	TBD
Include Pedestrian-Oriented Elements in Belt Line and Midway Construction Projects	Ongoing	TBD

**Status Update**

We have gone through a process with three Landscape Architecture firms to give us some preliminary designs for lighting, landscape and other design features for North and South Quorum, Landmark Drive, Beltway Drive and Proton Drive. We have also looked at Crossing Belt Line with Redding Trail and at residential lighting options. We will bring you contracts for your approval for detailed design work by two of the firms in the next 60 days. We will show you preliminary concepts and begin working toward construction documents and hopefully begin some of the work this summer.

I have visited with all of the major hotels in town and talked about the importance of connectivity and they are very supportive of the effort. We have talked about what the experience is for the visitor when they step out the front door of the property and they have a sensitivity to this also. The pedestrian movement on Belt Line is under a different set of contracts and we are exploring those options as we determine how much right of way we need for the undergrounding of utilities and where we are placing them. We should make that determination in the next 90 days.

I think that we have decided that once we get the trails set we can actually create an App that will achieve our goal of getting people around town. We can have the map and a lot of other information on the App. We can achieve this by October 1, 2013.

Design standards for our intersection to make them more pedestrian friendly is something we are working on, but we are behind on. The difficulty is that one standard will not work at every intersection, but I think we can make progress on a number of intersections by October 1, 2014.

The project for crossing Belt Line and the Tollway will be pursued after the Dallas City Council elections in May.

## Town of Addison - Strategic Initiatives Update 04/23/2013

Strategic Initiative:			
Formalize Non-Profit Funding Strategy			
Staff Liaison:			
Matt McCombs			
Budget:	\$0	Completion Date:	9/30/2013
Statement of Work:			
<b>Background</b>	In the spring of 2011, Council identified a process by which Addison's citizen capital could be engaged to improve the process of evaluating the effectiveness of various non-profit agencies which Addison contracts with to perform special services. This process crystallized into a board of citizens known as the Community Partners Bureau, a team selected by Council Members Chris DeFrancisco and Margie Gunther. Each member was charged with the task of linking up with a particular committee and then reporting back to Council to give a complete picture of the activities of each non-profit group.		
<b>Purpose</b>	Going forward, the non-profit selection process will be under Council's general direction and guidance. However, in a departure from Fiscal Year 2011-2012, staff will play an increased role in the scheduling and coordination of the actual application process. The intent of this change is to streamline the predictability of deadlines, as well as coordinate the receipt and dissemination of application and financial materials.		
<b>Measurable Success Indicators</b>	Success indicators are difficult to quantify, as critical success factors are based on qualitative measures. One might be if all non-profit applications are received and processed within the timelines set forth below.		
<b>Deliverables</b>	Non-Profit Application Schedule Non-Profit Application Packet Non-Profit Contracts (Developed in FY13, but adopted in FY14)		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• That the Community Partners Bureau will continue as a functional body.</li> <li>• That the Council Members acting as non-profit liaisons will continue in their roles</li> <li>• That the actual application process will not be substantially different from prior years</li> </ul>		
<b>Contingency Plans</b>	<ul style="list-style-type: none"> <li>• If the CPB does not continue, staff will prepare non-profit requests as has been done in prior years.</li> <li>• If Council Members or their roles changes, some additional time should be allotted to bring the new individuals up to speed on the process</li> <li>• If the application process is substantially different, timelines and due dates may change</li> </ul>		
<b>Critical Success Factors</b>	<ul style="list-style-type: none"> <li>• If Council feels comfortable with the non-profit selection and evaluation process</li> <li>• If Non-Profit partners are kept advised of processes in a timely and efficient manner</li> </ul>		

Strategic Initiative:		
Formalize Non-Profit Funding Strategy		
Key Tasks	Status/Scheduled Completion	
Draft schedule and materials for non-profit application process with comparison to prior year	Completed	
Engage Council Liaisons (currently Chris DeFrancisco and Margie Gunther) regarding direction and guidance for process	Completed	
Engage Council Liaisons regarding involvement and role of Community Partners Bureau (CPB)	Completed	
Revise application schedule and materials, as needed	Completed	
Engage Council Liaisons and Community Partners Bureau regarding new process	Completed	
Distribute application materials and possible CPB reporting templates	Completed	
Receive applications and CPB reporting templates	Planned	5/17/2013
Meet with CPB to discuss applications/fill out report	Planned	5/17/2013
Collect and compile funding requests and send to Council	Planned	5/24/2013
Receive direction from Council on which non-profits to follow-up with	Planned	6/11/2013
Follow up with non-profits (if any)	Planned	6/25/2013
Receive final direction on funding levels from Council for inclusion into the Fiscal Year 2013 budget	Planned	7/9/2013
Prepare contracts for inclusion in October Council Meeting	Planned	9/30/2013
Status Update		
Currently on schedule. Applications went out in early April, and will be received by the end of the month.		

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Sustainability			
<b>Staff Liaison:</b>			
Alison Ream			
<b>Budget:</b>	Varies	<b>Completion Date:</b>	1/31/2014
<b>Statement of Work:</b>			
<b>Background</b>	In order to enhance the Addison brand and to be mindful stewards of the Town's resources, Council included sustainability as a strategy in the FY13 strategic plan. The Town currently engages in a number of sustainable initiatives, but the intent of this strategy is to further incorporate sustainable principles into the Town's offerings and pursue innovative projects and initiatives that establish Addison as a leader in sustainability.		
<b>Purpose</b>	The purpose of this strategy is to further incorporate sustainable principles into the Town's offerings and pursue innovative projects and initiatives that establish Addison as a leader in sustainability		
<b>Measurable Success Indicators</b>	Formal document that details the Town's current sustainability activities and provides a roadmap to future initiatives; completed report on the feasibility of a gray water system in Addison; updated water conservation plan; recommendation regarding a composting pilot program; enhanced recycling program; 5 year Stormwater Management Program submitted to TCEQ		
<b>Deliverables</b>	Sustainability plan; recycling plan for parks/public spaces; structure of a composting pilot program; updated water conservation plan; TCEQ SWMP permit		
<b>Assumptions</b>	Sufficient funding; sufficient staff resources will be assigned to programs; TCEQ will finalize permit requirements in March 2013		
<b>Contingency Plans</b>	Identify modified programming to meet funding levels; extend timeline		
<b>Critical Success Factors</b>	Sufficient funding must be secured; sufficient staff resources will be assigned to programs; TCEQ will finalize permit requirements		

**Strategic Initiative:**

## Sustainability

**Key Tasks****Status / Scheduled Completion**

Develop enhanced recycling options in parks and public spaces

Planned

5/3/2013

Update water conservation plan

Planned

9/30/2013

Complete Sustainability Plan

Planned

9/30/2013

Develop Multi-Family recycling pilot program

Completed

**Status Update**

Council has approved the initiation of a multi-family recycling pilot program with Pecan Square Townhomes; staff will submit a budget request to expand that offering to all interested multi-family properties in FY2014. Staff has begun the development of the sustainability plan and exploring options to enhance recycling in public spaces.



**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Enhance Public Safety			
<b>Staff Liaison:</b>			
Ron Davis			
<b>Budget:</b>	\$0	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	Town staff has been charged with finding additional ways for enhancing public safety beyond routine police and fire department activities.		
<b>Purpose</b>	The Purpose of this strategy is to enhance public safety through routine police and fire functions as well as additional programs and initiatives.		
<b>Measurable Success Indicators</b>	The implementation and effectiveness of proposed programs		
<b>Deliverables</b>	Staff will explore and propose a variety of programs intended to enhance public safety.		
<b>Assumptions</b>	Council support Stakeholder participation		
<b>Contingency Plans</b>	Staff can reconsider the scope of projects based on the situation		
<b>Critical Success Factors</b>	Council support Necessary funding as will be determined Stakeholder participation		

**Strategic Initiative:**

Enhance Public Safety

**Key Tasks****Status/Scheduled Completion**

Enhancing Public Safety through Public Private Partnerships

Late

3/31/2013

ACAP Program

Completed

Fire Safety/CPR Classes

Completed

CASA Radar

Late

8/30/2012

Live Video Monitoring of Public Spaces

Ongoing

Intersection Design Safety

Planned

10/1/2013

Neighborhood Lighting Plan

Planned

6/30/2014

Provide Better Analytics

Planned

9/30/2013

**Status Update**

Work is progressing on these tasks. Staff has investigated the use of public-private partnerships through the possible creation of the Safer Addison program. This project is currently awaiting further Council direction.

The ACAP program is in place. There are two future challenges, first, increasing participation and second, finding funding to provide the ACAP members with a distinctively marked vehicle. Presently the participants are using a vehicle out of our current fleet. This prevents marking the vehicle with decals that promotes the program. A marked vehicle would help instill a sense of pride and ownership in the program for the ACAP members. Additionally, a marked ACAP vehicle would be the best form of recruitment for the program.

The Fire Department held a fire safety class on December 1st.

The CASA Radar will be installed once they receive a Federal grant which is being processed currently.

Intersection Design Safety and Neighborhood Lighting enhancements will both be addressed through the implementation of the bond propositions.

Staff is also exploring systems that will allow us to better indicate trends in Public Safety.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Town-Owned Real Estate Strategy			
<b>Staff Liaison:</b>			
Matt McCombs			
<b>Budget:</b>	\$0	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	The Fiscal Year 2012-2013 Council Strategic Plan identified 19 strategies for Staff to complete in the coming fiscal year. The 18th strategy identified was to "Create and Implement a strategy for Town Owned Real Estate."		
<b>Purpose</b>	The purpose of this project was to deliver a town-owned real estate inventory and map to Council for their review, and then proceed forward with whatever action plan they requested.		
<b>Measurable Success Indicators</b>	Uncertain as of now, since project deliverables have not been defined		
<b>Deliverables</b>	Town Owned Real Estate Inventory		
<b>Assumptions</b>	Uncertain as of now, since project deliverables have not been defined		
<b>Contingency Plans</b>	Uncertain as of now, since project deliverables have not been defined		
<b>Critical Success Factors</b>	Uncertain as of now, since project deliverables have not been defined		

**Strategic Initiative:****Town-Owned Real Estate Strategy****Key Tasks****Status/Scheduled Completion**

Create Town-Owned Real Estate Inventory

Completed

Present TORE Inventory to Council

Completed

Modify Inventory, as needed

Completed

Receive direction from Council on next steps

Completed

Draft RFQ for Real Estate Services

Planned

4/26/2013

Publish RFQ for Real Estate Services

Planned

6/14/2013

Select vendor for Real Estate Services

Planned

8/23/2013

Complete contract for Real Estate Services

Planned

8/30/2013

**Status Update**

After presenting the real estate inventory to Council, the feedback was to pursue an RFQ for real estate services. Staff is currently compiling a version of the draft RFQ with assistance from purchasing. RFQ is on track to be released in May, with responses due back in June and interviews scheduled for July.

**Town of Addison - Strategic Initiatives Update 04/23/2013**

<b>Strategic Initiative:</b>			
Identify Opportunities for Improved Governance			
<b>Staff Liaison:</b>			
Chris Terry			
<b>Budget:</b>	N/A	<b>Completion Date:</b>	9/30/2013
<b>Statement of Work:</b>			
<b>Background</b>	The City Council desires to examine our current governance structures and practices on a regular and recurring basis to enhance the actual and perceived quality of governance. In an effort to further the Town's commitment to transparency in government and operating according to the highest of standards, an ongoing analysis and process for identifying best practices in governance is desired.		
<b>Purpose</b>	To establish a mechanism of communication and work within the City Council to pursue and complete various initiatives that promote excellence in governance.		
<b>Measurable Success Indicators</b>	1) Increased awareness by the Council to ethics issues and a means to promote the value of ethics to the municipality 2) Liaison's selected for key regional organizations		
<b>Deliverables</b>	1) Ethics Guidelines in an organic document 2) Formalize liaison process 3) Continue City Council Ethics Training 4) Improved governance through regular Work Sessions with Judge Dwight 5) A successful City Council liaison process where Council members establish representatives in local and regional organizations, etc. 6) Work with a third party consultant to develop a structured City Council program on "The Role of Council"		
<b>Assumptions</b>	1) City Council is willing to commit to these endeavors		
<b>Contingency Plans</b>	1) Continue to offer council training opportunities to enhance group/team effectiveness		
<b>Critical Success Factors</b>	1) A systematic process of information sharing between Courts, the City Manager's Office, and City Attorney 2) Completion of current third party consultant process to explore issues and impediments to City Council success		

**Strategic Initiative:****Identify Opportunities for Improved Governance****Key Tasks****Status/Scheduled Completion**

- |  |           |           |
|--|-----------|-----------|
| 1) Create process for improved dialogue with Municipal Judge | Ongoing   | 2/22/2013 |
| 2) Create ethics guidelines                                  | Completed |           |
| 3) Establish and define roles of Council and Staff           | Ongoing   | 6/17/2013 |
| 4) Update liaison process                                    | Ongoing   |           |

**Status Update**

- 1) City Council has concluded a portion of the "Roles of Council" workshop/assessment with Randy Pennington. Over the last 30 days Rick Robinson has been meeting with both Council and staff to define "What Success Looks Like" for each and their respective roles. Clarification and finalization of these roles will be used in the upcoming FY 2013-14 budget process.
- 2) A second meeting with Mr. Pennington occurred in January 2013 to discuss his findings and recommendations. This process was completed.
- 3) The Council has revamped their Council liaison process and individual Council Members provide regular updates to the full Council on their activities and progress.
- 4) Per Council direction, staff can schedule another upcoming Work Session with Judge Dwight for a Court update.

## **Council Agenda Item: #WS3**

**AGENDA CAPTION:**

Discussion of the Budget and Strategic Plan process.

**FINANCIAL IMPACT:**

N/A

**BACKGROUND:**

N/A

**RECOMMENDATION:**

N/A

**COUNCIL GOALS:**

Mindful Stewardship of Town Resources, Maintain and enhance our unique culture of creativity and innovation, Identify opportunities for improved governance

**ATTACHMENTS:**

Description:

Type:

No Attachments Available

## **Council Agenda Item: #WS1**

### **AGENDA CAPTION:**

Closed (Executive) session of the Addison City Council pursuant to Section 551.074, Texas Government Code, to deliberate the evaluation of the City Manager.

### **FINANCIAL IMPACT:**

N/A

### **BACKGROUND:**

N/A

### **RECOMMENDATION:**

### **COUNCIL GOALS:**

N/A

### **ATTACHMENTS:**

Description:

Type:

No Attachments Available